EQUALITY
WORKS

Foreword

Rt Hon

JACINDA ARDERN

Prime Minister
of New Zealand

In 1893, New Zealand became the first country where women won the right to vote. Despite all our advances since then, the world still has a long way to go before we achieve true gender equality.

As this year's Global Health 50/50 report on the state of gender equality in global health organisations shows, the health sector is not exempt. Whether it's committing to gender equality or reporting on gender pay gaps, global health organisations are failing to walk the talk.

I was disappointed to read that just one in three organisations publish their sexual harassment policies online, and that only one in five referenced any support for returning parents. It's also disappointing that only a third of organisations report flexible working policies.

We know that gender equality doesn't just benefit individual women and their families – it also has a positive impact on our economy. Closing the gender gap in the workforce could add up to $28 trillion USD to annual global GDP by 2025.

But, of course, economic growth is not an end in itself. We need to work towards more inclusive and sustainable societies. That's

"I believe that global health organisations can lead the way towards better wellbeing, by building fairer, more equal workplaces."

why, here in New Zealand, we've decided to do things differently. Instead of focusing solely on GDP to measure our success, we're looking at a wider picture, making sure we're also tracking our progress on wellbeing and equality, alongside economic growth.

I believe that global health organisations can lead the way towards better wellbeing, by building fairer, more equal workplaces. After all, the global health sector stands for fairness and universality, and strives to ensure health for everyone, particularly the most marginalised people in society. If there is one sector that should set precedent in this space, it is global health.

Although the report holds up a mirror and reveals inequalities that must be addressed within the health sector, it also shows where we can quickly make progress. It's this that gives me hope. If our leaders and our workforce come together and commit to change, I know that we can create kinder places for all of us to work.

I would like to thank Global Health 50/50 for their work in this space, and I look forward to seeing the progress we can make in the year ahead.

About this report

Global Health 50/50 is a data-driven advocacy initiative that advances action and accountability for gender equality in global health. The initiative seeks to open the door towards transparency, self-reflection and public debate on issues of gender as a determinant of health inequity and as a driver of career opportunities and pathways. And in doing so, GH5050 ultimately seeks to foster change.

This second annual Global Health 50/50 report reviews the gender-related policies and practices of almost 200 organisations that are either active in global health and/or seek to influence it. The sample includes organisations from 10 sectors, headquartered in 28 countries across six regions and together employ an estimated 4.5 million people.

The international community made a high level political commitment to gender equality with the adoption of the Sustainable Development Goals (which include SDG 5 on gender equality), and these commitments have been mirrored by organisations included in our analysis. In countries we see positive progress across a range of gender equality measures— including a growing number of national cabinets with gender parity.[4] However, we are also seeing push-back on the fundamentals of gender equality (including women's rights) in many settings.

The 2019 Report follows another year of revelations about the stark inequalities and indignities suffered by women as well as men in the workplace, including at organisations active in global health. By focusing its 2019 Report on gender in the workplace, Global Health 50/50 (GH5050) seeks to equip organisations and individuals with the data and tools to review and strengthen their own policies by providing a snapshot of organisational performance and contributing to a community of best practice. The rationale for this year's theme is reinforced by the growing body of evidence on the positive impact of gender equality in the workplace for individuals, organisations and for society at large.

The 2019 Report provides an in-depth look at the extent to which global organisations active in health take action to promote gender equality within the workplace across four dimensions: commitment, evidence-informed policy content, equitable outcomes in power and pay,

and gender-responsive programming. An overview of the 2019 results can be found on pages 22-32.

The report is based on a review of publicly available information conducted between October 2018 and February 2019. We are grateful to the approximately 100 organisations that responded to our requests to share information and verify the accuracy of the data we collected (indicated in Annex 6). A number of organisations shared internal policies with GH5050 that were used to inform our understanding of best practices but were not coded in the final analysis as they are considered confidential, including for a number of publicly funded organisations. Informed by the findings, the report also includes a series of evidence-informed recommendations.

Full details of the GH5050 methodology can be found in Annex 1. The list of organisations and their individual results across all domains reviewed (see Pg. 15) is included in Annex 6.

GH5050 places particular emphasis on the value of transparency—a critical component in signalling the importance of both commitments and results. Transparency regarding the content and implementation of human resource policies is essential in tackling discrimination and inequality in the workplace, in informing employees of their rights, benefits and means of redress, and in empowering organisations and employees to share, compare and collectively strengthen their policies while enabling accountability. Placing policies in the public domain is also of utility to prospective employees,

GH5050 places particular emphasis on the value of transparency.

including those with caring responsibilities (e.g. for children, parents and other family members). The UN system far outperforms other sectors in transparency.

Issues of sexual harassment, gender pay gap and the shifting roles and norms regarding women and men in the workplace, at home and in society, increasingly dominate public dialogue. In response, employers around the world are establishing and updating their policies for creating gender-equal and respectful workplaces. Among the 140 organisations reviewed by Global Health 50/50 in both 2018 and 2019, 20 have in the past year either newly developed or now publicly shared their workplace gender equality policies. This is a welcome and necessary development. Yet as we continue to witness, policies on paper are insufficient to combat discriminatory practices and abuse of power if broader cultures of fear, retaliation and unaccountable leadership are allowed to prevail.

Even among organisations scoring well in our review, there remains an urgent need for organisations to live up to and put into practice their stated policies on equality, non-discrimination and inclusion. Ensuring a safe, respectful and equitable working environment and organisational culture requires comprehensive policy action, implementation and close independent monitoring.

Ultimately our aim is to promote gender equality, including by fostering dignity, respect and equal opportunity in the workplace based on the rights of all women, men and people with non-binary gender identities.

This report aims to

1

INFORM

global discourse with the world's most rigorous and extensive interactive database on the state of gender equality in global organisations active in health

2

INSPIRE

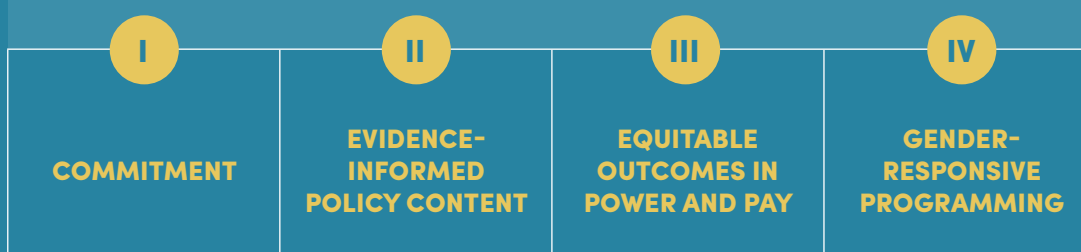**a vision of a new normal for gender equality in global health**

3

INCITE

a movement to demand and deliver the policies that will lead to gender equality in the workplace and in global health programmes

1 QUESTION

How gender-equal and gender-responsive are the world's most influential organisations active in global health?

4 DIMENSIONS

I	II	III	IV
COMMITMENT	**EVIDENCE-INFORMED POLICY CONTENT**	**EQUITABLE OUTCOMES IN POWER AND PAY**	**GENDER-RESPONSIVE PROGRAMMING**

10 DOMAINS

I
1. Organisational public commitment to gender equality
2. Organisational definition of gender

II
3. Workplace gender equality policy
4. Sexual harassment policy
5. Parental leave policies and flexible working options for work-life balance

III
6. Gender parity in senior management and on the governing body
7. Gender of the executive head and chair of the governing body
8. Gender pay gap

IV
9. Gender in programmatic strategies
10. Sex-disaggregated monitoring and evaluation data

ON THE ROAD TO EQUALITY AT WORK

1 Commitment to gender equality

Do global organisations active in health state a commitment to gender equality?

GH5050 assessed the publicly available policies (including visions, mission statements and core strategies) of global organisations to determine how many commit to gender equality for all people, how many commit to gender equality primarily for the benefit of women, and how many are silent on gender (despite in many cases, working on issues of women's health).
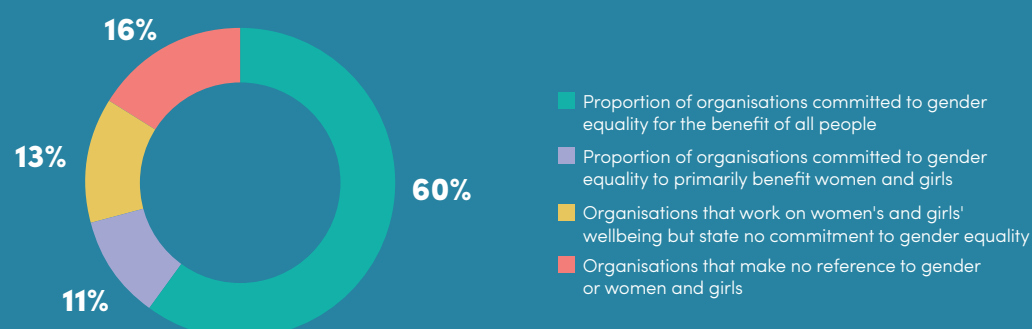
7/10 organisations publicly state their commitment to gender equality for all people

Organisational commitment to gender equality is on the rise

55% 2018

71% 2019

Organisational commitment to gender equality

16%

13%

11%

60%

- Proportion of organisations committed to gender equality for the benefit of all people
- Proportion of organisations committed to gender equality to primarily benefit women and girls
- Organisations that work on women's and girls' wellbeing but state no commitment to gender equality
- Organisations that make no reference to gender or women and girls

2 Policy action to support gender equality

Do organisations have policies to promote gender equality in the workplace?

Organisational change requires clear policies with specific and actionable measures. GH5050 assessed which organisations are translating their commitments to gender equality into practice through action-oriented, publicly available workplace gender equality policies.

Half of organisations have publicly available workplace policies with specific measures to promote equality, diversity and/or inclusion.
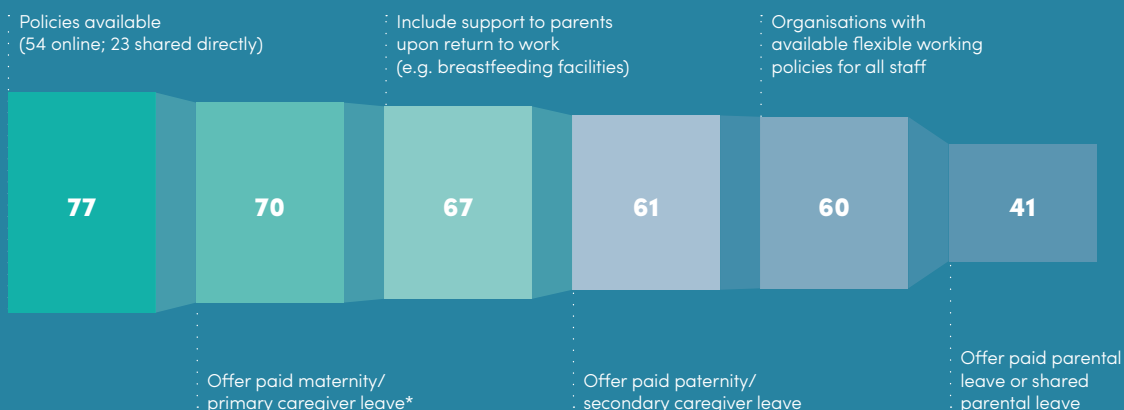
49%
8%
13%
31%
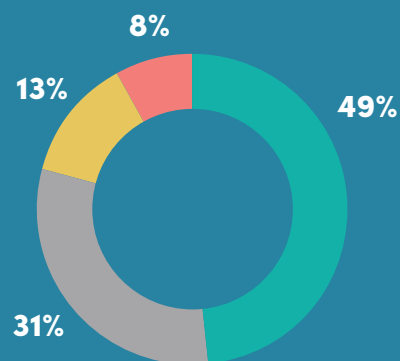
- Policy with some specific measure to improve gender equality, diversity or inclusion and/or support women's careers
- Stated commitment to gender equality or diversity in the workplace but no specific measures to carry out commitments
- Policy is compliant with law but no more, e.g. "we do not discriminate"
- No workplace gender equality policy found

Do organisations have parental leave and flexible working policies that enable parents to remain and advance in their careers?

Paid maternity, paternity and parental leave policies, coupled with flexible working arrangements, empower women and men in the workplace, support economic security, contribute to closing the gender pay gap and benefit families.

Among 77 parental leave policies reviewed:

Policies available
(54 online; 23 shared directly)

Include support to parents upon return to work
(e.g. breastfeeding facilities)

Organisations with available flexible working policies for all staff

77 **70** **67** **61** **60** **41**

Offer paid maternity/
primary caregiver leave*

Offer paid paternity/
secondary caregiver leave

Offer paid parental leave or shared parental leave

* Does not include US-based organisations that only provide short-term disability insurance to birth mothers.

Do organisations have comprehensive policies to prevent and address sexual harassment?

Sexual harassment adversely impacts people and performance in every sector and every country.

Putting sexual harassment policies in the public domain demonstrates an organisation's prioritisation of the prevention of sexual harassment and willingness to bring the issue out of the shadows.

To assess these policies as well as internal policies shared directly with GH5050, we identified four elements of best practice, drawing from international standards. These include: commitment and definition; confidentiality and non-retaliation; staff training, and; reporting and accountability.

Yet just

32%

of organisations publish their sexual harassment policies online

Just

25

organisations received the highest scores possible across all four elements of a comprehensive sexual harassment policy

3 — Equitable outcomes in power and pay

How many organisations have gender parity in senior management and their governing boards?

The gender composition of the senior management and the governing board of an organisation provides a measurable indicator of equity in career advancement, decision-making and power (though composition is also impacted by social and economic factors not merely organisational policies).

% of organisations

100

38%

14%

29%

PARITY

19%

0

0-34%   35-44%   45-55%   56-100%

% women in senior management
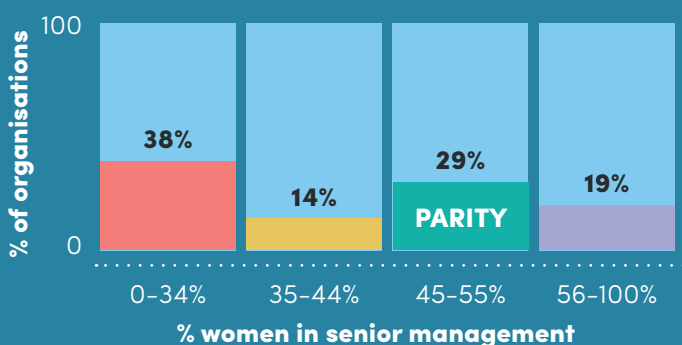
Fewer than

3 out of 10

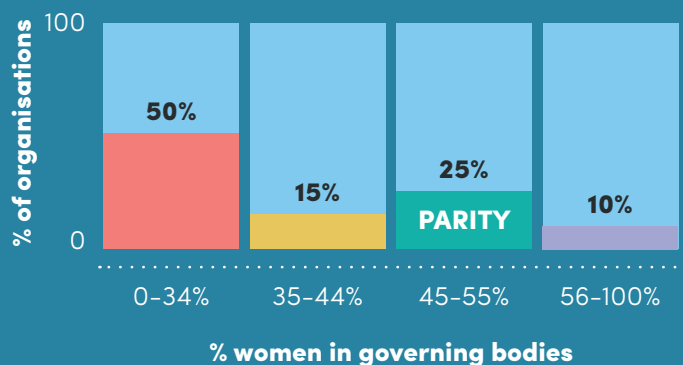organisations have parity in their senior management

10

organisations have no women in senior management

Men are

50%

more likely to reach senior management than women

Gender composition of governing bodies

% of organisations

100

50%

15%

25%
PARITY

10%

0

0–34%   35–44%   45–55%   56–100%

% women in governing bodies

What is the difference between women's and men's earnings?

The gender pay gap is the difference in the average hourly wage of all women and men in an organisation or across a workforce, as monitored by the Sustainable Development Goal indicator 8.5.1. If women hold more of the less well-paid posts than men, the gender pay gap is usually bigger.

Comparing the average hourly pay of men and women in an organisation, provides a stark measure of power and privilege, and highlights whose contributions are most highly remunerated.

Only 25% of organisations make public their gender pay gap data. Most of these are in one country (UK) with statutory mandatory reporting.

Across those organisations reporting, the median (middle value) salary for women is 13.5% lower than the median salary for men.

1 in 4

organisations have parity in their governing bodies

Men are two times more likely to sit on governing boards than women

Who leads global health?

The greatest inequalities are at the top

72%

of executive heads are men

UP FROM 2018
70% OF EXECUTIVE HEADS WERE MEN

71%

of board chairs are men

DOWN FROM 2018
80% OF BOARD CHAIRS WERE MEN

4 Workplaces that uphold the equality, dignity and respect of their workforces

WORDS FROM OUR ADVISORS

"More women in leadership will change global health for the better. Yet we all know you can't fix a pipe by adding more water. We need to transform the systems that make it nearly impossible for so many women to rise, succeed and lead. Transformation starts with a clear understanding of where we are today, and Global Health 50/50 does that just that. Let's come together to act on the findings in this report—fixing this pipe will create more equal societies for tomorrow."

Dr Senait Fisseha
Professor of Obstetrics and Gynecology, University of Michigan
Chief Advisor to Director General of WHO

"With 130 months to go until our global deadline to achieve gender equality by 2030, Global Health 50/50 equips us with essential insights, tools and evidence in ensuring that gender inequality within global health is relegated to the garbage dump of history—where it belongs. I plan on using this evidence for frank and honest dialogue on common policy solutions for meaningful and measurable change in achieving dignity, promoting respect and investing in equal opportunity."

Levi Singh
Youth Strategy Officer
SRHR AFRICA TRUST

"International Women's Day is not a single day. It's not JUST a hashtag, a post or a picture. It's about what you think on the inside and how you act on the outside. Global Health 50/50 shows the necessity of living every day as if it's International Women's Day."

James Chau
Special Contributor, CCTV International & WHO Goodwill Ambassador for Sustainable Development Goals and Health

"Transparency is the key stone of good governance. Without transparency, trust in the edifice of public institutions crumbles. I was concerned to learn that Global Health 50/50 could not access key policies from many global organisations active in health—including quite a number that are publicly financed. Global health ought to be leading, not lagging, on transparency."

Helen Clark
Former Prime Minister of New Zealand & Administrator, UNDP

"Promoting gender equality in the workplace is not only the right thing to do for staff, it is also the smart thing to do for organisations. Instituting explicit policies and targets is just the first step to advance gender equality in the workplace. Broader cultural change to foster belonging and enable staff to thrive requires ongoing commitment to tackle all forms of discrimination and exclusion, be it sexism, racism, homophobia or transphobia."

Ulrika Modeer
Director of the Bureau for External Relations and Advocacy, UNDP

"Global Health 50/50 has once again demonstrated in stark relief the imperative that the leading global organisations active in health do more. More for the right to fair and equitable workplaces and more for gender equality. It is especially dispiriting to see just how little some do to support our staff who juggle caring responsibilities in the home and community. Together we can change this."

Sania Nishtar
Founder and President of Heartfile, Pakistan

I'm delighted Global Health 50/50 chose to include journals and publishers in their analysis for 2019. Journals are uniquely and powerfully positioned to lead and create change in global health – and the commitments of journals to publishing the best evidence, advancing gender equality, and helping achieve the sustainable development goals should start in their own governance and workplaces. Equality works when it works everywhere. I'm proud to see journals and editors being accountable to the importance of gender in global health.

Jocalyn Clark
Executive Editor, The Lancet

"It is high time to move beyond rhetoric and tokenism in creating workplaces that are safe and dignified. Our efforts only matter if they are visible and measurable and truly improve the lived experiences of the people who serve our organisations. The Global Health 50/50 Equality Works report provides an evidence-informed wake up call to all global organisations active in health to walk the talk on policies to prevent and address sexual harassment."

Ravi Verma
Asia Regional Director, International Center for Research on Women

"This outstanding report gives cause for hope and concern on gender in global health. I am pleased that the report shows that the UN is ahead of most sectors when it comes to a comprehensive policy framework and specific measures. But I am very aware that the UN has a long way to go to properly walk the talk. I am professionally and personally committed to continue striving to ensure our workplaces are havens of dignity, opportunity and equality for all."

Jan Beagle
Under-Secretary General for Management, United Nations

The Global Health 50/50 Report is the first of its kind to take on the challenge of measuring gender equality in global health organizations. The first report triggered a wave of self reflection and change. This next report goes deeper and wider, the ripple effect is going to be felt in every room and mind in global health. Be proactive and make your organizational commitment to gender equality today, as Global Health 50/50 is here to making lasting impact.

Roopa Dhatt
Executive Director and Co-Founder, Women in Global Health

"Improving health requires gender equity which requires fair representation. The Global Health 50/50 report, Equality Works, shows conclusively that women aren't fairly represented in most global health organisations in 2019 – this needs to change!"

Frances Baum
Chair, People's Health Movement Advisory Council

Annex: Results by sector

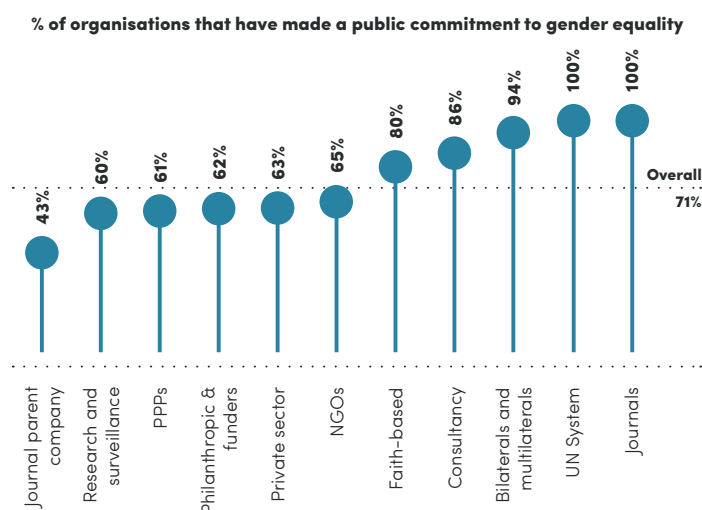## Figure 1. Publicly committing to gender equality, by sector

% of organisations that have made a public commitment to gender equality

Journal parent company: 43%
Research and surveillance: 60%
PPPs: 61%
Philanthropic & funders: 62%
Private sector: 63%
NGOs: 65%
Faith-based: 80%
Consultancy: 86%
Bilaterals and multilaterals: 94%
UN System: 100%
Journals: 100%

Overall 71%

Figure 2. Definition of gender consistent with global norms, by sector

Journal parent company: 0%
Consultancy: 0%
Private sector: 7%
Philanthropic & funders: 8%
Research and surveillance: 10%
Faith-based: 20%
Bilaterals and multilaterals: 35%
PPPs: 44%
NGOs: 46%
UN System: 90%
Journals: 100%

Overall 32%

Figure 3. Workplace gender equality or diversity policies, by sector

Faith-based: 20%
Philanthropic & funders: 23%
Journal parent company: 29%
NGOs: 33%
Research and surveillance: 40%
Journals: 46%
PPPs: 50%
Bilaterals and multilaterals: 53%
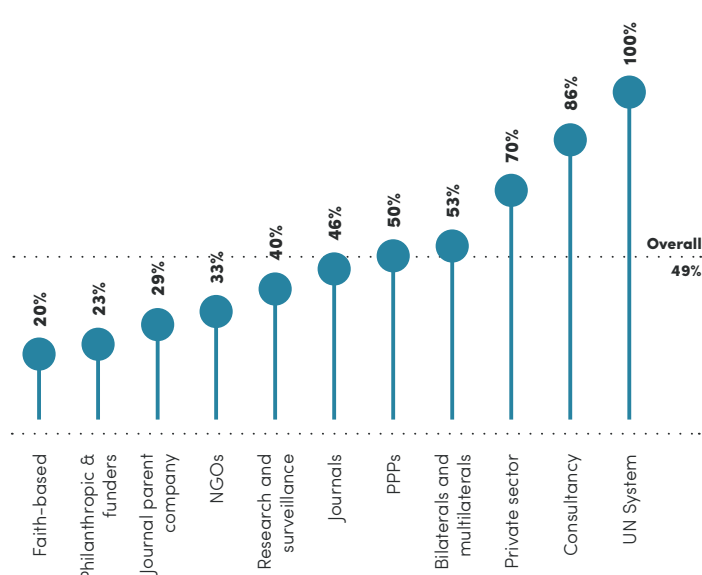Private sector: 70%
Consultancy: 86%
UN System: 100%

Overall 49%
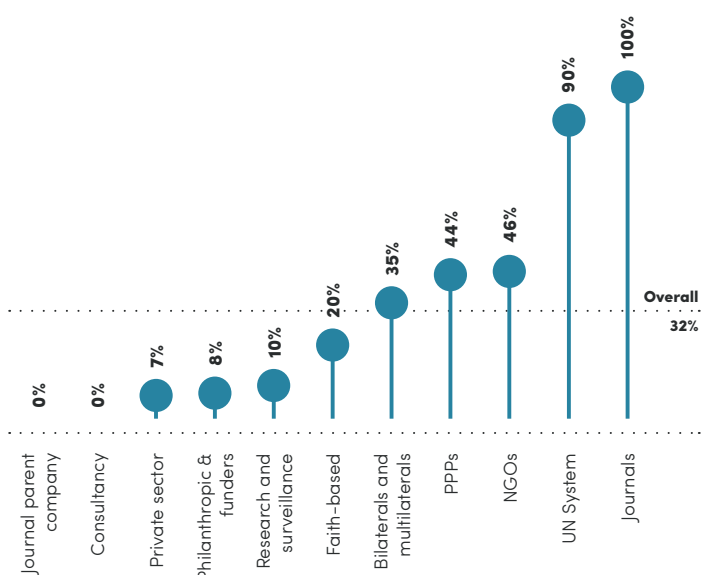
Figure 4. Sexual harassment policies online, by sector

Journal parent company: 14%
Journals: 18%
Research and surveillance: 20%
NGOs: 21%
Bilaterals and multilaterals: 24%
Faith based: 30%
PPPs: 33%
Private sector: 40%
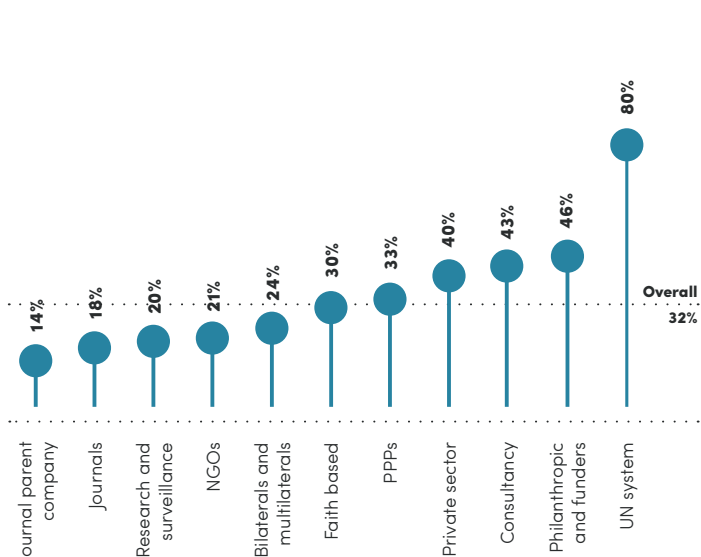Consultancy: 43%
Philanthropic and funders: 46%
UN system: 80%

Overall 32%

Figure 5. Parental leave policies online, by sector

Faith based: 0%
NGOs: 8%
Research and surveillance: 20%
Philanthropic and funders: 23%
Private sector: 26%
Journal parent company: 29%
PPPs: 39%
Bilaterals and multilaterals: 41%
Consultancy: 43%
Journals: 46%
UN system: 100%

Overall 27%
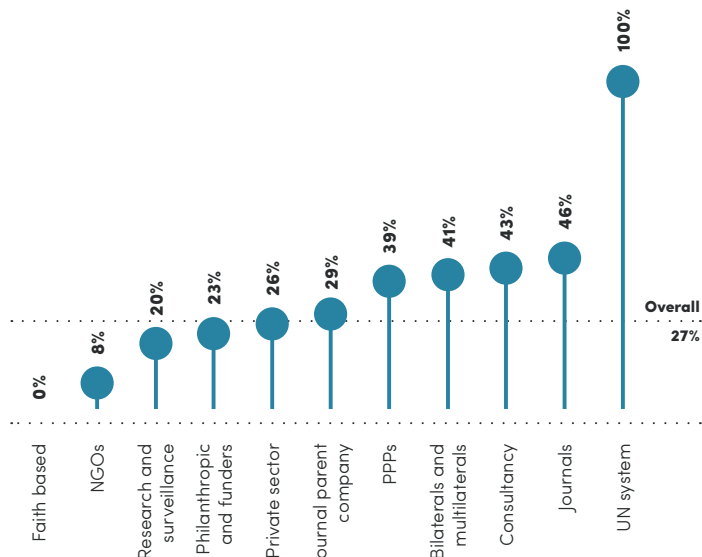
Figure 6. Gender composition in senior management, by sector

Legend:
- Not found
- 56–100% women represented
- 45–55% women represented; or difference of one – parity
- 35–44% women represented
- 0–34% women represented

Sectors (left to right): Consultancies, Philanthropic/funders (8%), Journals – parent companies (14%), Private sector (14%), Research and surveillance (20%), Faith based (30%), NGOs (31%), PPPs (33%), UN System (40%), Bilaterals and multilaterals (41%), Journals (64%)

Figure 7. Gender composition in governing bodies, by sector

Legend:
- Not found
- 56–100% women represented
- 45–55% women represented; or difference of one – parity
- 35–44% women represented
- 0–34% women represented

Sectors (left to right): Consultancies, Journals (9%), Faith based (10%), UN System (10%), Bilaterals and multilaterals (12%), Private sector (12%), Philanthropic/funders (15%), NGOs (31%), PPPs (33%), Research and surveillance (40%), Journals – parent companies (43%)

Figure 8. Gender of executive heads (% male)

- Consultancy: 100%
- Faith-based: 90%
- Private sector: 88%
- Journal parent company: 71%
- Bilaterals and multilaterals: 71%
- Research and surveillance: 70%
- UN System: 70%
- NGOs: 62%
- Philanthropic & funders: 62%
- PPPs: 61%
- Journals: 55%

Overall 72%

Figure 9. Gender of board chairs (% male)

- Private sector: 100%
- Consultancy: 83%
- Philanthropic & funders: 78%
- Journals: 75%
- Journal parent company: 75%
- NGOs: 67%
- Faith-based: 63%
- UN System: 57%
- Bilaterals and multilaterals: 50%
- PPPs: 44%
- Research and surveillance: 28%

Overall 71%

Figure 10. Proportion of organisations with programmatic strategies to guide gender-responsive action, by sector

- Private sector: 33%
- Journal parent company: 43%
- Consultancy: 50%
- PPPs: 61%
- NGOs: 62%
- Philanthropic & funders: 62%
- Faith-based: 70%
- Research and surveillance: 70%
- Bilaterals and multilaterals: 88%
- UN System: 100%

Overall 60%
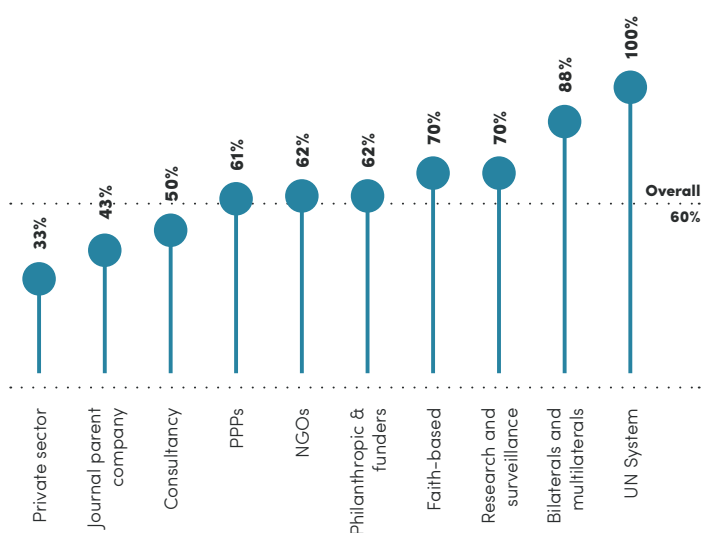
Figure 11. Reporting sex-disaggregated data on programmatic activities, by sector
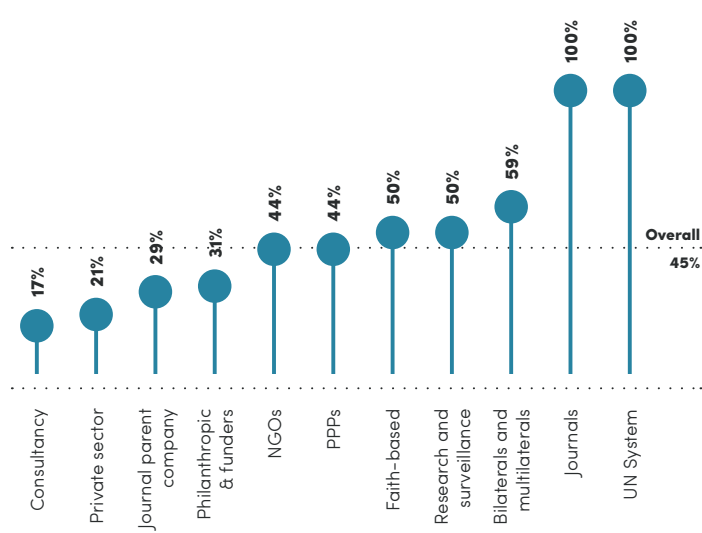
- Consultancy: 17%
- Private sector: 21%
- Journal parent company: 29%
- Philanthropic & funders: 31%
- NGOs: 44%
- PPPs: 44%
- Faith-based: 50%
- Research and surveillance: 50%
- Bilaterals and multilaterals: 59%
- Journals: 100%
- UN System: 100%

Overall 45%

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